

2014- 2019 Five-Year Local Planning Guidance Baldrige Narrative Criteria

Purpose: To provide guidance to Local Workforce Investment Areas (LWIA) for Phase 2 of the 2014 Planning Guidance.

Background: LWIAs were provided initial guidance in 1999 to develop their local five-year Strategic Plan for Title I of the Workforce Investment Act (WIA). Modifications and updates were made annually to the initial plans through 2012. This year, LWIAs are required to submit new Five-year Integrated Plans which align with the strategies identified by the Governor and State Workforce Development Board and are outlined in the modified State Five-Year Integrated Plan.

Instructions: For Phase 2 of the 2014 LWIA Plan submission, LWIAs are requested to provide required information for their local plan arranged according to the Tennessee Center for Performance Excellence (TNCPE) Baldrige categories. In order to do this local areas are requested to prepare their plans in the following format:

- (1) Please draft your plan, to reflect the American Job Center Network, to include all Comprehensive Career Centers and where appropriate affiliate and itinerant centers within your local area.
- (2) Please provide all federal and state requirements by addressing each question or statement below.
- (3) Please ensure all information included meets the standards of the policies effective July 1, 2014.
- (4) Electronic and/or hard copies are due by close of business March 14, 2014. Submissions may be emailed to christy.montgomery@tn.gov or mailed to:

TDLWD
c/o Christy Montgomery
220 French Landing Drive 4-B
Nashville, TN 37243

(References to the Federal register are indicated in orange font. Content required by State policy is in blue font.) Charts may be included in the body of the categories or under Results Category seven (7).

Preface: Organizational Profile

Describe the American Job Center Network, implementing service integration and functional management, within your local workforce investment area. This is to include: a description of the functional management structure and stream lined organization chart that includes state staff with supervisory responsibility for Center staff; a list of American Job Centers (comprehensive and affiliate) and an explanation on how the service integration will occur in each Center; an explanation of anticipated increase/improvement in the quality of the serve and a description of how it will be measured; a description of functional areas; a description of tools and technology that will be used to expand service delivery to increase efficiency and expand the customer pool; a list of skill assessment tools to be used.

2014- 2019 Five-Year Local Planning Guidance Baldridge Narrative Criteria

Describe how the federal brand of American Job Center Network will be incorporated into the branding, acknowledging compliance with the requirements of Policy #7 Service Integration.
(Refer to Policy #7 Service Integration).

I. Leadership

661.350 (9) A identification of the fiscal agent, or entity responsible for the disbursement of grant funds;

- a. **How do your senior leaders lead?** How does the local workforce investment board (LWIB), county mayors, administrative entity and partner leadership set your workforce systems vision and values, to include the Governor's goals and objectives outlined in the State Integrated Plan? (The Governor's Goals & Objectives will be provided in the "Governor's Vision" Section of the State Plan modification which will be posted for public comment on January 31, 2014). How do senior leaders deploy the vision and values through your leadership system, to the workforce, to key partners and to customers?
- b. **How do you govern and address your social responsibilities?** Describe the structure and process the LWIB uses to review and achieve the following key aspects of its governance? Accountability for the management's actions, fiscal accountability, transparency in operations (conflict of interest), independence and effectiveness of internal and external audits, and succession planning for senior leaders.

II. Strategic Planning

- a. **How do you develop your strategy?** Who are the key participants? How do you create an environment that supports innovation? In strategy considerations, how do you collect and analyze relevant data and develop information on key elements as part of your strategic planning process? Describe how the State Integrated Plan, including the Governor's goals and objectives, is incorporated into local strategy development.
- b. **How do you implement your strategy?** How is your local area preparing workers for high-skill, high growth job opportunities?

III. Customer Focus

§ 661.350 (1) An identification of the workforce investment needs of businesses, jobseekers, and workers in the local area; (2) an identification of current and projected employment opportunities and job skills necessary to obtain such opportunities; (5) A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area, including a description of the local ITA system and the procedures for ensuring that exceptions to the use of ITA's, if any, are justified under WIA section 134(d)(4)(G)(ii) and 20 CFR 663.430; (6) A description of how the Local Board will coordinate local activities with statewide rapid response activities; § 661.350 (10) A description of the competitive process to be used to award grants and contracts for activities carried out under this subtitle I of WIA, including the process to be used to procure training services that are made as exceptions to the Individual Training Account process (WIA section 134(d)(4)(G)); (7) A description and assessment of the type and availability of youth activities in the local area; including identification of successful providers of such activities; (11) a description of the criteria to be used by the Governor and the Local Board, under 20 CFR 663.600, to determine whether funds allocated to a local area for adult employment and training activities under WIA sections 133(b)(2)(A) or (3) or limited, and the process by which any priority will be applied by the One-Stop operator. *Must incorporate priority of service for veterans and eligible spouses that meets the requirements of 20 CFR part 1010.

- a. **How do you obtain and use customer and market knowledge?**

2014- 2019 Five-Year Local Planning Guidance Baldrige Narrative Criteria

What are the prioritized industry target and sectors for your local area? How do they align with the Governor's Jobs4TN Plan Sector Strategy? (Sectors information will be available in the "Economic and Workforce Information Analysis" Section of the Modified Plan which will be posted for public comment on January 31, 2014) Include industries that will add a substantial number of jobs to the economy, have a significant impact on the growth of other industries or industries that are being transformed by technology and innovation that require new skill sets for workers or new and emerging industries that are expected to grow. How is your local area working with ECD to help attract and expand industries within those sectors?

How are you focusing on services to targeted populations? i.e. persons with disabilities, disconnected disadvantaged youth, ex-offenders, homeless, Indian and Native Americans, migrant and seasonal farm workers, aging Americans, Veterans, persons in need of ESL services, TANF recipients, and youth in the foster care and juvenile justice systems, and others?

- a. **How do you build relationships and grow customer satisfaction and loyalty?** For instance, how will the LWIA use social media (Facebook, Twitter, phone apps, Linkedin, etc.) to engage job seekers and employers? How do you use the Client Customer Service & Employer Satisfaction results to improve the workforce system?

IV. Measurement, Analysis, and Knowledge Management

- a. **How do you measure, analyze, and then improve organizational performance?** How do you use database case management systems and USDOL required reports to evaluate effectiveness? If an internal case management database system is used by the local, you must describe how it works in conjunction with the required state database. You may describe the current processes with eCMATS, but must reference the planned conversion to VOS.
- b. **How do you manage your information, information technology, and organizational knowledge?** How do you track participants to ensure case notes and the current database are updated timely to reflect activities and exits?

V. Workforce Focus

- a. **How do you engage your workforce to achieve organizational and personal success?** How do you engage frontline and administrative staff to ensure they are knowledgeable of all programs and are developing key skills to successfully assist job seekers? Describe your comprehensive

**2014- 2019 Five-Year Local Planning Guidance
Baldrige Narrative Criteria**

cross-training and development plan established for each American Job Center staff and partners. *(Refer to Policy # 7 Service Integration.)*

- b. How do you build an effective and supportive workforce environment?** Describe the communication plan (intra office, inter office, local area to state).

Describe any methods your organization uses to gauge employee satisfaction and measure improvement.

VI. Operations Focus

- a. How do you design your work system?** Describe the Welcome Function within your comprehensive career center. How will the welcome function be staffed? Describe the agreed upon real-time single customer flow.

Describe how integrated co-enrollments and the process for determining the appropriateness and seamless approach will be achieved. How will necessary case management and reporting tasks be maintained and improved?

Describe the Skills/Career Development Function, including how this function will be carried out in a manner that respects funding source requirements for the activities and provides a seamless system for job seekers. For instance, how will staff deploy assessments of skills transferability and job matches to ensure suitable training and referrals.

Describe the Business Services Function which may include but are not limited to: business outreach and development; standard and customized recruitment and referral for job vacancies primarily for targeted business and industry; job candidate qualification review; provision of economic business and workforce trends; on-the-job training contracting and work experience; and referral to community services. How will this be coordinated with other programs such as RESA and Vets, while respecting funding source requirements.

(Refer to Policy #7 Service Integration.)

- a. How do you manage and improve your key organizational work processes?**

VII. Results (4) A description of the local levels of performance negotiated with the Governor and the chief elected official(s) to be used by the Local Board for measuring the performance of the local fiscal agent (where appropriate), eligible providers, and the local One-Stop delivery system,
(ii) A copy of the local Memorandum(s) of Understanding between the Local Board and each of the One-Stop partners concerning the operation of the local One-Stop delivery system,
(8) A description of the process used by the Local Board to provide opportunity for public comment, including comment by representatives of business and labor organizations, and input into the development of the local plan, prior to the submission of the plan;

- a. What are your product performance and process effectiveness results?** Describe the measures of success, common measures, and other

**2014- 2019 Five-Year Local Planning Guidance
Baldrige Narrative Criteria**

metrics defined by the LWIB and the State Workforce Board and outlined in the LWIA's balanced scorecard/performance management dashboard.

b. What are your customer-focused performance results?

What are the Client Customer Service & Employer Satisfaction Results for your LWIA?

c. What are your workforce-focused performance results? Provide results of any internal workforce survey.

d. What are your senior leadership and governance results?

If your senior leadership has specified metrics to gauge leadership and governance, include results here.

e. What are your financial and marketplace performance results?

If a local has participated in any additional federal, state, or non-governmental studies reports or studies, provide the results here.

What are the cost benefit analysis reports you have participated in as a measure of savings and reducing duplication of workforce services? What were the results?